BRANDON RHA

BRANDON REGIONAL HEALTH AUTHORITY

# AnnualReport 2004/2005

## Vision

A model region, responsive to the community through teamwork and a focus on "health"

## Mission

Promotion of healthy choices and delivery of health services across the lifespan in a variety of settings; in partnership with the residents of the Brandon and neighbouring Regions

## Values

Integrity, Continuous Improvement, Respect and Dignity, Teamwork, Accessibility

The fully accredited Brandon Regional Health Authority (Brandon RHA) offers a wide range of health services and programs to the citizens of Brandon and the municipalities of Cornwallis, Elton and Whitehead; and serves as a regional referral centre for the "Westman" area. Programs and Services include Long Term Care, Public Health, Home Care, Mental Health, Audiology, Medical Officer of Health, Rehabilitation, Acute Care & Ambulatory Care Services, 7th Street Health Access Centre and a full range of Diagnostic Services including MRI and Westman Regional Lab.

# Larry Hogue,
## Board Chair

We have the honour to present the annual report for the Brandon Regional Health Authority, for the fiscal year ended March 31, 2005.

This annual report was prepared under the Board's direction, in accordance with The Regional Health Authorities Act and directions provided by the Minister of Health. All material, economic and fiscal implications known as of September 30, 2005 have been considered in preparing the annual report.

Respectfully submitted, on Behalf of Brandon Regional Health Authority

Mr. Larry Hogue
Chairman of the Board
Brandon Regional Health Authority Inc.

# Carmel Olson,
## CEO

Dear Mr. Hogue:

I am pleased to provide you with the 2004/2005 Annual Report, which highlights the status of the actions included in the annual health plan to address the strategic priorities set out by the Board. Challenges are inevitable; however, through the collective efforts of personnel throughout the organization, volunteers, physicians, and numerous community partners, we achieved many successes.

Although a balanced budget was established for this fiscal year, there were times that we projected a shortfall of $1.3 million. Throughout the twelve-month period managers carefully scrutinized expenditures and we actually would have experienced a small surplus of approximately $50,000 had it not been for a new requirement to accrue long term obligations related to pre-retirement leave. Consequently, the shortfall related to Manitoba Health activity is $830,000 at year-end. We will have to continue to pursue efficiencies, collaboration, and innovative approaches to service delivery in order to sustain existing programs in the current fiscal climate.

Based on the Community Health Assessment Report released in the fall of 2004, a five-year strategic plan to commence in 2006/07 has been submitted to The Honourable Mr. Tim Sale, Minister of Health. The documents and supporting information will provide the direction necessary to create a system that is sustainable and consistent with the needs of the people that we serve.

On behalf of the entire staff, I thank the members of the Board for their enduring support and commitment to the community.

Respectfully submitted,

Ms. Carmel Olson
Chief Executive Officer
Brandon Regional Health Authority Inc.

106-00378/

# Financial

## Consolidated Statement of Financial Position & Operations, Year ended March 31, 2005

| Consolidated Statement of Financial Position | 2005 | 2004 |
|---|---|---|
| **ASSETS** | | |
| CURRENT | | |
| Cash | $ 8,015,957 | $ 3,382,179 |
| Accounts receivable (Note 3) | 1,979,845 | 3,772,376 |
| Inventory | 1,486,548 | 1,387,553 |
| Prepaid expenses | 1,272,285 | 1,125,217 |
| Due From Manitoba Health - Vacation | 7,224,269 | 7,195,733 |
| | 19,978,904 | 16,863,058 |
| DUE FROM MANITOBA HEALTH - Pre-retirement | 9,191,179 | 9,191,179 |
| INVESTMENTS (Note 4) | 3,703,873 | 3,716,918 |
| CAPITAL ASSETS (Note 5) | 110,404,109 | 106,783,162 |
| OTHER ASSETS | 6,959,019 | 6,171,307 |
| | $ 150,237,084 | $ 142,725,624 |
| **LIABILITIES** | | |
| CURRENT | | |
| Accounts payable and accrued liabilities | $ 10,601,647 | $ 13,837,838 |
| Bank advances | 2,729,614 | 6,206,224 |
| Employee Future Benefits - Vacation | 8,091,016 | 7,195,733 |
| Current portion of obligation under capital lease (Note 7) | 370,001 | 349,705 |
| Current portion of long term debt (Note 6) | 372,673 | 364,331 |
| | 22,164,951 | 27,953,831 |
| ACCRUED EMPLOYEE FUTURE BENEFITS - Pre-retirement | 10,073,397 | 9,191,179 |
| OBLIGATION UNDER CAPITAL LEASE (Note 7) | 591,903 | 961,904 |
| LONG TERM DEBT (Note 6) | 11,295,892 | 11,434,692 |
| DEFERRED CONTRIBUTIONS (Note 8) | | |
| Expenses of future periods | 1,261,857 | 1,267,073 |
| Capital assets | 99,053,252 | 85,086,356 |
| | 144,441,252 | 135,895,035 |
| **NET ASSETS** | | |
| Invested in capital assets (Note 9) | 2,659,949 | 3,068,997 |
| Internally restricted (Note 10) | 2,980,044 | 3,446,401 |
| Externally restricted (Note 10) | 26,714 | 25,893 |
| Unrestricted | 129,125 | 289,298 |
| | 5,795,832 | 6,830,589 |
| | $ 150,237,084 | $142,725,624 |

| Consolidated Statement of Operations | 2005 | 2004 |
|---|---|---|
| **REVENUE** | | |
| Manitoba Health operating income | | |
| Income as per Funding Document (excluding funding related to Capital and Interest) | $ 130,499,109 | $ 120,701,122 |
| One Time Funding | 2,236,889 | |
| Retroactive Salary Payments | 1,000,151 | 1,885,068 |
| Recovery of Non Global Items | 1,578,121 | 1,460,264 |
| Reallocation of Funding to Westman Laboratory for prior year | (93,398) | |
| Other Manitoba Health Income | 3,287,848 | 5,350,400 |
| Total Manitoba Health Funding (Note 11) | 138,508,720 | 129,396,854 |
| Non-insured income | 6,724,418 | 6,125,360 |
| Other Income | 3,208,05 | 3,378,032 |
| Amortization of deferred contributions | 3,383,072 | 5,246,214 |
| Capital revenue - Non Devolved Facilities | 582,860 | 795,287 |
| Ancillary revenue | 2,958,723 | 3,061,868 |
| | 160,365,852 | 148,003,615 |
| **EXPENSES** | | |
| Acute Care Services | 92,457,867 | 87,965,085 |
| Long Term Care Services | 20,955,734 | 20,061,634 |
| Medical Remuneration - All Programs | 9,824,687 | 8,100,788 |
| Community Services Administration | 594,305 | 805,116 |
| Community Based Mental Health Services | 10,336,315 | 9,242,859 |
| Community Based Home Care Services | 5,068,106 | 4,784,925 |
| Community Based Health Services | 4,241,076 | 3,258,701 |
| Land Ambulance | 220,120 | 213,708 |
| RHA Administration Costs | 2,645,197 | 2,476,380 |
| Amortization of capital assets | 8,225,676 | 6,336,233 |
| Capital payments - Non Devolved Facilities | 582,860 | 795,287 |
| Interest on capital lease | 65,199 | 84,382 |
| Interest on long term debt | 1,198,076 | 1,112,277 |
| Other operating expenses | 2,144,302 | 754,684 |
| Ancillary expenses | 2,841,089 | 2,715,431 |
| | 161,400,609 | 148,707,490 |
| **Shortfall of revenue over expenses for the year** | $ (1,034,757) | $ (703,875) |
| **ALLOCATION OF SHORTFALL FROM OPERATIONS:** | | |
| Investment in Capital Assets - Manitoba Health Activities | $ (928,380) | $ (920,626) |
| Unrestricted - Manitoba Health Activities | 98,855 | 699,714 |
| Investment in Capital Assets - Non Manitoba Health Activities | (563,036) | (885,489) |
| Internally Restricted - Non Manitoba Health Activities | 356,983 | 403,298 |
| Externally Restricted | 821 | (772) |
| | $ (1,034,757) | $ (703,875) |

A complete set of financial statements, auditor's reports and the statement of public sector compensation disclosure can be obtained from the Brandon RHA administration office or by calling 571-8400.

# Board Governance

**2004/2005 Board Members:** Chair Larry Hogue, Luba Barletta, Garry Bell, Errol Black, Bill Bryant, Terry Drebit, Aldin Foy, Wayne Langlois, Alison McNeill-Hordern, Prema Naidu, Karen Peto, Marion Robinsong. For the 2005/06 fiscal year, Minister Sale appointed three new Board members: Ann Lanceley (to fill the remainder of Prema Naidu's term), Dr. Colin Macfarlane and Gerald Rocan. These appointments increase the Board complement to 14 members.

Board meetings are held on the third Tuesday of each month in the City Hall Council Chambers. Meetings are open to the public and also aired on WCG TV. There are two standing committees of the Board: Finance/Audit and Executive. The Board Chair acts as liaison to the Provider Advisory Council.

The board assures itself that the health plan is implemented; that funds are allocated appropriately; and the effective systems of control and legislative compliance are maintained with:

### The Board through its Finance/Audit Committee

- Reviews, approves and recommends financial disclosure.
- Maintains oversight of internal control and management information systems.
- Maintains communication with auditors.
- Focuses on areas of significant risk to the Board.

### Management

- Reports accurately, consistently and on a timely basis.
- Selects and recommends policies, estimates and disclosures.
- Maintains cost-effective internal control and management information systems.

### External Auditors

- Assesses the appropriateness of accounting policies, estimates and disclosures.
- Reviews key financial internal control systems.
- Provides value-added, cost-effective audit services.
- Focuses on areas of significant risk to the Board.

### Executive Limitations

### Monitoring through surveys and self-evaluations

# Performance Deliverables Status Report

Performance Deliverables define Manitoba Health's priorities and are in addition to what is set out in existing policy and legislation. There is mutual understanding between the Ministry of Health and the Regional Health Authority that is articulated in the form of a "Performance Agreement".

1. (a) Continued engagement with Aboriginal Groups as per RHA Action Plan, re Aboriginal-specific health strategy. (b) Collaboration with MB Health to identify specific elements of the strategy.
   Protocols Document received & includes:
   - ✓ Guide re Protocols for Partnership Approaches
   - ✓ Reporting Template
   - ✓ Aboriginal Elder Involvement Guide

   Aboriginal Consultation held February 28/05.

2. Utilization of procedures & definitions related to coding of administrative costs in MIS.
   - ✓ Report submitted January 2005.
   - ✓ Manitoba Health responded July 2005 indicating that the Region is in compliance.

3. Collaborate with MB Health to: set RHA-specific 2005-06 targets for percentage improvement in breastfeeding initiation & define improved mechanisms to gather data on breastfeeding initiation, duration, & exclusive breastfeeding.
   - ✓ Provincial Breastfeeding Framework provided in November 2004; as well as a Regional Breastfeeding Framework Template.
   - ✓ Final revised version of deliverable was submitted to MB Health March 3, 2005.

4. Achievement in 2004-05, of the approved Year One Regional Diabetes Program Implementation Plan.
   - ✓ Year One Progress Report submitted June 15, 2005.

5. Emergency Room Utilization Strategy including: appropriate use of ER's, mechanisms to ensure consistent application of the Canadian Acuity Triage System by nurses and physicians (especially levels 4 & 5), plan to measure the number of patients who are redirected to an alternate/more appropriate resource; and waiting times by category according to the triage criteria.
   - ✓ Utilization strategy submitted to MB Health on December 29, 2004.

6. Timely regional data entry of all immunizations into the MB Immunization Monitoring System (MIMS). (includes all immunizations by all providers except those for which physicians can submit tariff billings to MB Health)
   - ✓ Report submitted to Manitoba Health February 15, 2005.
   - ✓ Response received from Manitoba Health May 18, 2005 indicating that standards were met or exceeded.

7. (a) Progress related to the short-term measures outlined in The Safe Community Coalition for Brandon & Area 2003-2008 Business Plan. (b) Collaboration with MB Health to set RHA-specific injury reduction targets in specific areas for achievement in 2006-07 and 2007-08.
   - ✓ Injury prevention conference held in late spring.
   - ✓ Injury Prevention Plan submitted to MB Health on December 29, 2004.

8. Improved participation by consumers in planning mental health services in accordance with the approved Regional Plan.
   - ✓ Minimum reporting requirements and process received.

9. Progress in improving access to services for Manitobans with mental health and substance use disorders (co-occurring disorders).
   - ✓ Progress report & Action Plan/Status Report submitted to Manitoba Health March 17, 2005.

10. In collaboration with MB Health: Obtain baseline data for restraint use in Personal Care Homes. Set RHA-specific targets for reduction in use of restraints for 2005-06.
    - ✓ Template to report baseline data received.
    - ✓ Baseline data obtained. Submitted January 19, 2005.

11. Ultimate reduction in rates of sexually transmitted diseases over the long term.
    - ✓ Annual, age-specific, gender, First Nations and non-First Nations data analysis at the RHA level, to be provided by the CDC Unit.
    - ✓ On an annual basis, anonymized, person-specific data.
    - ✓ All Data received from Manitoba Health.

Patients\Clients\Residents

Acute Care

Diagnostic Services

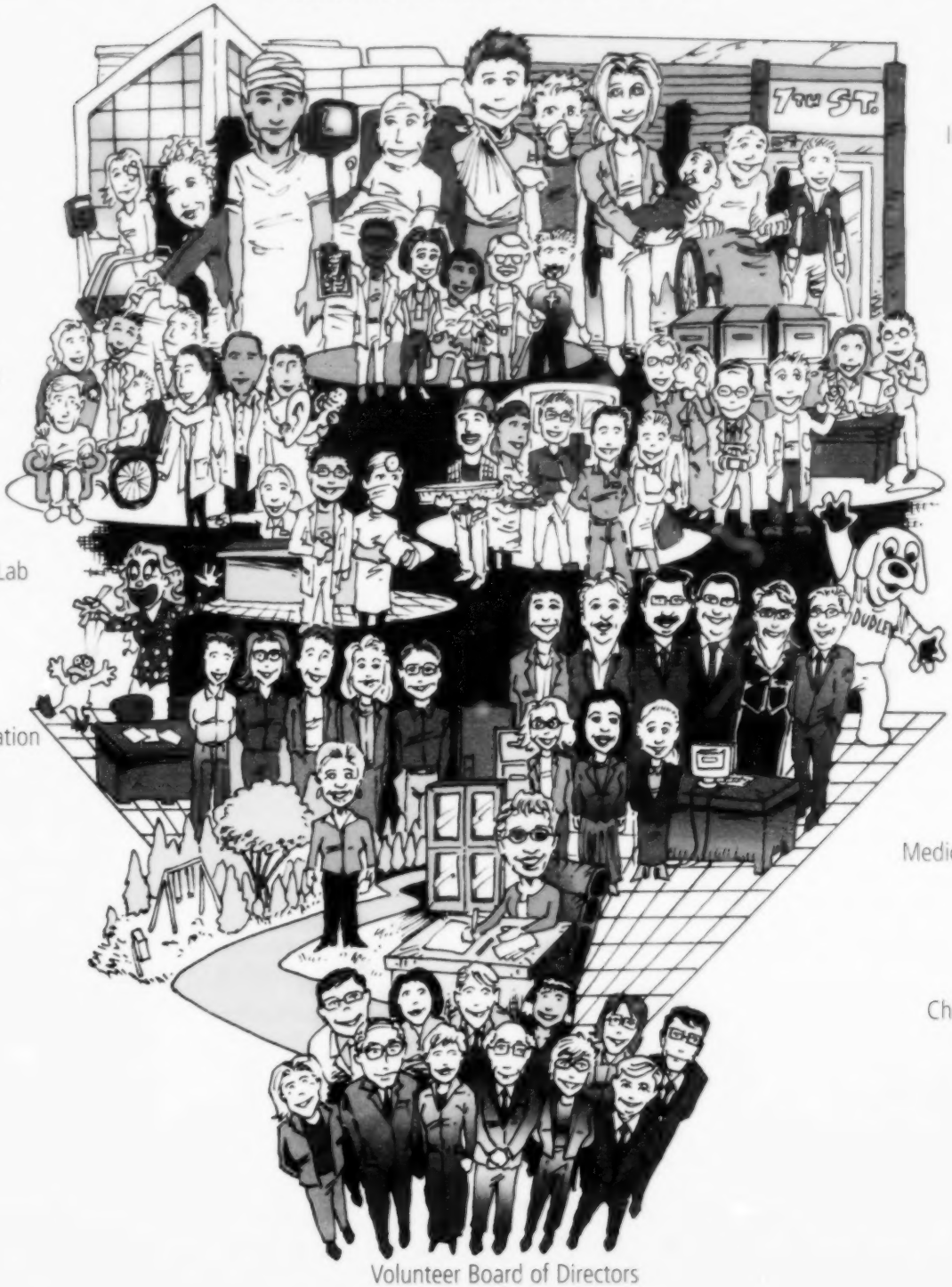
Long Term Care

Community Services

Medical Services

Westman Regional Lab

Planning and Evaluation




Financial Services

Information Services

Support Services

RHA Mascot

Executive Management Team

Medical Officer of Health

Communications

Chief Executive Officer

Volunteer Board of Directors

# It Takes a Team to Build a System

# RHA Programs and Services

### Public Health Services
A5 - 800 Rosser Avenue, The Town Centre
Ph: 571-8446 Fax: 726-8743
- Families First Home Visitors
- Community Postpartum Program
- Health Education and Promotion
- Child Health Clinics
- Communicable Disease Control
- Family Planning Clinics
- Immunization
- Prenatal Classes
- Women's Health
- Community Nutritionist
- Unified Referral Intake System

### Prairie Health Matters
Ph: 571-8357
Diabetes and Heart Health promotion

### Audiology Services
Ph: 571-8366
- Hearing testing, Counselling and education on hearing loss, hearing aides and hearing protection.
- Elks Preschool Aural Rehab Program

### Medical Officer of Health
Ph: 571-8395

### Midwifery Services
531 Princess Avenue
Ph: 571-5530 Fax: 571-5537
Please call ahead
for an appointment with a midwife.

### 7th Street Health Access Centre
20 - 7th Street
Ph: 578-4800 Fax: 578-4950
- Healthy Beginnings – A Healthy Baby Program
- Harm Reduction (Sexually Transmitted Infections /Hepatitis C /HIV)
- Travel Health Services
- Adult Community Mental Health Worker
- Mental Health Consumer Education
- Primary Care Services
- Housing Developer
- Free community phone & computer access

*Partnership services available:*
- Child and Family Services
- Family Services and Housing
- Addictions Foundation of MB (AFM)

### Long Term Care Services
**Fairview Home**
1351 - 13th Street
Ph: 728-6696 Fax: 727-7616

**Rideau Park Personal Care Home**
525 Victoria Ave. East
Ph: 727-1734 Fax: 726-6690

RHA Associated with:
- Hillcrest Place Personal Care Home
- Dinsdale Personal Care Home
- Central Park Lodge Personal Care Home

### Mental Health Services
Community Mental Health Services
B13 - 800 Rosser Avenue, The Town Centre
Ph: 571-8300 Fax: 726-8684
- Psychosocial Rehabilitation Program
- Adult Community Mental Health
- Mental Health Services for the Elderly

### Child & Adolescent Treatment Centre (CATC)
1240 - 10th Street
Ph: 727-3445 Fax: 727-3451

### Centre for Adult Psychiatry (CAP)
BRHC - AP1 - 150 McTavish Avenue East
Ph: 726-2923 Fax: 728-9633

### Centre for Geriatric Psychiatry (CGP)
BRHC - Assiniboine Centre
150 McTavish Avenue East
Ph: 726-2900 Fax: 725-0911

### Westman Crisis Services
Administration Office
Ph: 725-3108 Fax: 726-4665
Mobile Crisis Unit (MCU)
Ph: 725-4411
Toll Free: 1-888-379-7699
Crisis Stabilization Unit (CSU) Ph: 727-2555
Telephone support, crisis intervention and brief residential care and outreach services.

### Home Care Services
150—B 7th Street The Town Centre
Ph: 571-8416 Fax: 726-5720
Referral line 571-8427
- Assessment & Case Management
- Personal Care Assistance
- Home Support
- Nursing Services
- Therapy Services
- Family Relief
- Respite Care
- Adult Day Program
- Equipment & Supplies
- Palliative
- Services for Seniors
- Supportive Housing
- Assessment & Application for Personal Care Home
- Appeal Process

### Acute Care Services
Brandon Regional Health Centre
150 McTavish Avenue East
Ph: 726-1122 Fax: 578-4969
Inpatient Care
- Intensive Care Unit
- Medical and Surgical Units
- Neonatal Intensive Care Nursery
- Surgical Suite
- Mother and Baby Unit
- Lactation Consultant 578-4286
- Pediatrics
- Palliative Care
- Rehabilitation
- Waiting Placement/Supportive Care

### Outpatient Care
- Cancer Program
- Day Treatment
- Gastro Intestinal (GI) Unit
- Emergency/Observation Unit
- Renal Unit
- Short Term Emergency Program (STEP)
- MB Breast Screening Program
- Child Development Clinic

### Diagnostic Services
- Imaging (Nuclear Medicine, Ultrasound, CT Scan, MRI, X Ray)
- Electroencephalography (EEG)
- Electrocardiography (ECG)
- Respiratory/Cardiac Diagnostics

### Regional Rehabilitation
- Communication Disorders
- Occupational Therapy
- Physiotherapy
- Neuropsychology Clinics
- Physical Medicine Clinics

### Clinics
- Pain Management
- Tobacco Dependence Program
- Cardiac & Respiratory
- Cast Clinic
- Ostomy Care
- Wound Care

### Other Health Services
- Health Resource Centre
- Infection Control
- MB Telehealth
- Medical Services
- Pharmacy, Rural Pharmacy
- Social Work
- Spiritual Care
- Therapeutic Dietetics
- Volunteer Services
- Westman Regional Laboratory

### Regional Planning/Support/Financial Services
- Biomedical Services
- Capital Planning
- Clinical/Evaluation Analyst
- Continuous Quality Improvement
- Decision Support
- Environmental Services
- Financial Services
- Health Information & Electronic Health Record
- Health Promotion
- Human Resources
- Information Technology & Telecommunications
- Materiels Management
- Nutrition Services
- Occupational Health
- Population Health
- Pre-Hospital & Emergency Services
- Privacy Officer
- Property Management
- Risk Management

# Strategic Priorities

## Improved health status of the community through strategies that focus on wellness and population health

**Develop & implement a tobacco reduction strategy with emphasis on children and pregnant women.**

- Two staff and one physician trained at Mayo Clinic re "addictions model".
- Staff pilot commenced in November 2003 and expanded to inpatient and outpatient target populations in fall of 2004, e.g. those with chronic disease.
- RHA participated in lobby to support City of Brandon smoking by-law, as well as the provincial legislation.
- Smoke-free Grounds Policy in effect May 2005.

***Deaths due to lung cancer = 23 (2001) compared to 39 in 1998.***
***% regular smokers = 18.8 (2003). Baseline = 23.74 in 1996.***

**Develop strategies to reduce the incidence of teenage pregnancy.**

- Family Planning Clinics at The Town Centre, BU, and ACC; and integrated into services at the Primary Health Care Access Centre.
- 1:1 counseling provided by Public Health Nurses.
- Regular presentations in schools.

***Ages 10-14 reduced by 50% to 0.6 per 1000 in 2003/04***
***Ages 15-19 = 42.6/1000 (2003/04). (Baseline - 57.6)***

**Support healthy child development in children of teenage parents: prenatal care, parenting skills, training day care in high school.**

- Proposal for high school based day care submitted to the Ministers of Health, Education & Family Services & Housing approved for September 2006.
- Afternoon prenatal classes provides education specific to this target group.
- Parenting skills training thru Families First; Healthy Beginnings at Elspeth Reid Family Resource Centre; in partnership with MB Metis Federation; and at the Brandon Friendship Centre.

***% pregnant teens in high school = 17%, but completion unknown***
***% teen parents accessing prenatal care = 78%***
***Parenting Training: 112 in Healthy Baby & Average 95 in Baby First***

**Develop and implement strategies to increase rate of breast cancer screening.**

- Collaboration with Waves of Hope: video production, several speaking events well attended, Run for Cure, Breast Cancer Network web page.
- Established info collection in Learning Resource Centre in October 2002.

***Breast cancer screening rate = 56.6% (2002/03) increased to 69.5%***

**Participate in Chronic Disease Prevention Project in partnership with Alliance for Chronic Disease.**

- Proposal submitted to Provincial initiative.
- Brandon & Assiniboine RHAs developed logic model to guide a strategy.
- Implemented cardiac & respiratory care clinics in CSRP Ambulatory Care setting.
- Launching Coordinated Stroke Strategy in September 2005 in partnership with the Heart & Stroke Foundation.

**Implement revised Regional Diabetes Program (RDP) with emphasis on Aboriginal population.**

- RDP logic model completed.
- Implementation partially commenced in January 2003 i.e. Intake Worker.
- Developing physical activity strategy for "Westman" area.
- Improved processes for client follow-up.
- Continued implementation of RDP included in 2006/07 health plan.

**Develop and implement strategies to improve the quality of life for persons with psychiatric illness: Integrated Housing Project, promote bus pass program for Income Assistance (IA) recipients, establish partnership with Society for Manitobans with Disabilities (SMD) for "Inclusive Communities" project, continue as a partner in Transitional Employment Project, Supported Living Project to promote graduation from intermediate unit and promote early intervention.**

- Integrated Housing Initiative launched in the fall of 2004.
- Renovations to Princess Park (MB Housing complex) complete.
- Bus Pass Program approved for provincial IA clients as one-year pilot.
- Grant received from WCB for "Maximizing Abilities in the Workplace" project with SMD. (No grant funding available for any other projects in this initiative.)
- Supported Living Project established with funds redirected from Residential Care and efficiencies attained by Proctor assignments, as well as new funding from Manitoba Health.

***% mental PSR health clients in safe/affordable housing - currently 90%***
***Average use of bus passes/client = 20-25***
***McTavish Manor wait list - no wait list as of March 2004***

**Provincial Priorities:**
**Enhanced Immunization**

- Program as per provincial policy.
- Cold Chain Policy developed in partnership with Assiniboine Region and implementation has begun.
- Entry into MIMS database improved.
- Adverse reaction reporting.

**HIV/AIDS Strategy**

- Enhance service to correctional institutions.
- Harm Reduction Strategy implemented.
- Expanded services to Brandon Correctional Institute and Headingley in collaboration with MB Health April 2003.
- Safe Needle Drop-off boxes placed in 4 community sites.

# Strategic Priorities

## Health programs and services that are people-centered, evidence-based and needs driven

**Maintain a corporate strategic planning process that facilitates participation.**
- Strategic planning, Performance Deliverables, Continuous Quality Improvement (CQI), and accreditation processes integrated.

**Implement the Performance Measurement Project (PMP).**
- Monthly reporting at team meetings and to Executive Management Committee.
- Quarterly reports to Board.

**Develop formal evaluation tools that are program and service specific.**
- Generic tool developed and is currently in use by select programs.

**Conduct comparisons with national indicators and best practices.**
- Hired Clinical Practice Guideline Facilitator through redirected funds.
- Patient Care Standards Committee.

**Conduct operational reviews where indicated.**
- Completed in Rehab; Human Resources; Central Information Services and Extended Care.
- Recommendations considered and implemented or phased plans established as appropriate.

**Conduct comprehensive Community Health Assessment (CHA) every 5 years** with specific target groups and services.
- Ongoing approach adopted, as well as provincial collaboration.
- Report circulated broadly throughout the community to partners and other interested stakeholders.

**Divert hospital respite beds to Rideau Park Personal Care Home.**
- Manitoba Health provided funding for building renovations.

## Integrated system with services along a seamless health care continuum

**Avoid duplication of service through multi-sectoral partnerships. - Submit proposal for Acquired Brain Injury (ABI) program.**
- Central intake process established for Speech Language Therapy/Occupational Therapy/Physiotherapy and pilot project launched.
- Above accepted for ongoing funding through the Children's Therapy Initiative.
- Multi-agency Preschool Wellness Day.
- Early Years Team established.
- Safe Communities Coalition.
- Aboriginal Recruitment & Retention Partnership Agreement.

**Region-wide integrated Electronic Health Record (EHR) to coordinate service provision amongst multiple providers.**
- Lab Information Systems (LIS)/Radiology Information Systems (RIS)/Picture Archiving Communication System (PACS) implemented.
- EHR in progress and aligned with Clinical Services Redevelopment (CSRP).
- Multiple systems installed.

**Promote the notion that "health promotion and education re disease prevention is everybody's job".**
- Stakeholders' meetings/planning re: cardiac care, chronic diseases, respiratory, and palliative care.

**Seek opportunities to improve integration across programs and services i.e. promote the concept of "no walls" and virtual sites.**
- Interdisciplinary planning for utilization; Primary Health Care (PHC) initiative; outreach clinics at hospital.
- Additional Home Care Case Coordinator introduced in hospital setting through redirected funds.
- Mental health programs integrated.
- Planning with Addictions Foundation of MB (AFM) to address needs of clients with co-occurring mental illness and substance abuse. CODI underway.

**Determine the feasibility of a Primary Health Care (PHC) initiative and submit proposal. - Implement Access Centre.**
- PHC Access Centre opened May 2004, in partnership with Addictions Foundation of MB, Child & Family Services, and Family Services and Housing.

# Strategic Priorities

## Human, financial and capital resources that are appropriate and sustainable

**Finalize implementation of partnership for itinerant Audiology services with Parkland and NOR-MAN Regions.**
- Incumbent resigned and recruitment of a replacement has been unsuccessful.
- Other options being explored.

**Complete the following capital projects and secure operating funding: Clinical Services Redevelopment Project (CSRP) and MRI development. Develop proposal for phased approach re: Bed tower at BRHC, DI redevelopment, laundry relocation, incinerator redevelopment.**
- Commitment for CSRP and MRI operating dollars in 2003/04 funding letter.
- Proposal for a comprehensive plan with a phased approach in developmental stages for: bed tower; laundry - at this time, considering new equipment only; incinerator - pending results of provincial review; Diagnostic Imaging; conversion of decanted space related to CSRP; and other capital projects in health plans.

**Develop a plan for a Short Stay Unit through redirection of money saved from practice changes.**
- Evidence does not support a unit at this time.

**Initiate development of a functional program and design of a Radiation Therapy Unit in collaboration with Cancer Care Manitoba (CCMB).**
- Initial discussions with CCMB have commenced and formal planning is to begin upon hiring of a Planner Facilitator for the project.
- Funding letter received.

**Refine the "equipment acquisition process" and secure funding to support programs/services, including building maintenance and replacement after useful life.**
- Continues to be huge gap between funding and equipment needs; total purchases = 1,450,000 in 2004/05.
- Acquisition process improved and utilized region-wide.
- Specialized equipment is assessed at $100,000 or greater and included in a separate funding envelope from MB Health, prioritized on a provincial basis.

**Secure appropriate operating funds to support programs/services.**
- Funding shortfall 2003/04 (MB Health activities):
- Projected = balanced - Actual = $1,787,000
- Baseline remains inadequate.

**Support voluntary unpaid LOAs.**
- Minimal participation.
- One Support Services management position deleted upon retirement of incumbent in June 2003.
- Supervisor position in Rural Biomedical Program deleted in spring of 2004.

**Continue including all department heads in zero-based budgeting process.**
- VPs, Coordinators, Program Managers and Supervisors involved in detailed planning, as well as ongoing monitoring.

**Complete implementation of "Sexual Assault Program".**
- Training complete, info booklet complete, on call system established.
- Will require ongoing training and orientation of volunteers.

**Consolidate services for long-term ventilation patients.**
- Complete

**Develop plan for inclusion of "Hospitalists" in physician complement.**
- Considered by Physician Recruitment and Retention Committee and EMC.
- Initially deferred indefinitely; however, physicians have asked discussions to resume and feasibility is being determined in consultation with the Department of Family Practice.

**Collaborate with MB Health and the WRHA to affect a Memorandum of Understanding (MOU) re: centralized management of Hillcrest Place & Central Park Lodges.**
- Complete

# Strategic Priorities

## An organization that attracts and retains employees who feel valued and supported

**Ensure the development and implementation of a comprehensive Human Resources Plan, including succession and mentoring plans, and recruitment and retention strategies.**

- Partnership with Education and Training established to support continuing education and laddering.
- Forgivable loans available.
- Preceptors/internships for: dieticians, pharmacists, occupational therapists, physiotherapists, social work, and nurses.
- Grant program implemented for RNs and LPNs emulating Nurses Recruitment and Retention Committee initiative.
- Vacant RN positions recruited successfully.
- Comprehensive long term HR Plan - in progress

**Develop and implement initiatives that contribute to the creation of a healthy workforce and workplace.**

- Partnership with WCB re: return to work programs.
- Staff satisfaction survey shows 69.44% in 2004 compared to 69% in 2000.

**Implement Employee Wellness Program.**

- Smoking cessation program implemented.
- Massage therapy available at most sites.
- Employee Wellness Team established.

**Determine feasibility of a Child Day Care at BRHC site.**

- Board established and proposal/plan being developed.

**Ensure effective communication strategies throughout the Region.**

- Combination of "yes" and "sometimes" is 94% on communication survey
- Structure of general staff meetings changed to "coffee/table chats", as previous forum was mechanism with lowest score in survey.
- Established quarterly "Regional Leadership Team" forum to expand decision-making - Program Managers included semi-annually.
- Providing written CEO report to Board.
- Established Medical Advisory Committee (MAC)/Executive Management Committee (EMC) forum.
- Joint Conference Committee established (Board/Physicians/Management).
- Meet with staff and partners as requested or indicated.

**Establish a Physician Recruitment and Retention Committee in collaboration with the two major clinics. - Determine appropriate complement of all specialties and develop recruitment strategies.**

- Established a "Physician Recruitment and Retention" committee with representation from the two major clinics, RHA senior management, and the MB Medical Association.
- Physician resource plan with recommended complement finalized.

# Partnerships and Population Health

The Brandon Regional Health Authority is committed to providing programs that are more appropriately offered from a centralized setting, in a manner that is responsive to the needs of regions served. In addition to the Brandon Regional Health Centre functioning as a "regional referral centre", there are a number of community-based and mental health programs managed by the Brandon RHA on behalf of neighbouring and other regions. Intersectoral collaboration is deemed to be beneficial from a client and economic perspective, as well as to support our commitment to a population health approach.

Joint Brandon RHA/Assiniboine RHA Projects/Programs

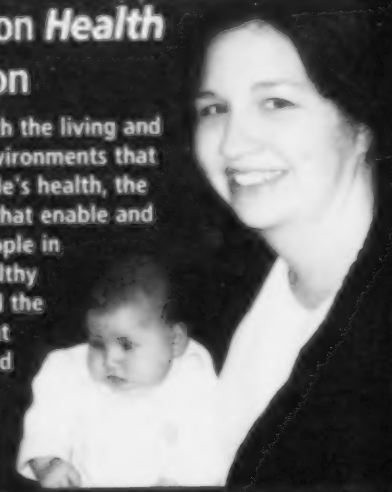
- Purchased Services
  - Incident reporting system
  - Pharmacy Services (BRHA rep on ARHA P&T Committee)
  - Purchasing (Med/Surg supplies)
  - Information Technology Initiatives (Admission/Discharge/Transfer in six sites) - Brandon/Neepawa link for radiology
  - Bio-Medical Services
  - Laundry (Hamiota)
  - Assessment and Orientation for new ARHA physicians
- Programs/Planning
  - Midwifery
  - Surgery
  - Prairie Health Matters (Diabetes and Cardiovascular Education)
  - Hemodialysis
  - Health Promotion (Smoking Reduction Strategy)
  - Wait List Reduction (Eye Restoration, Joint Replacement, Rehabilitation)
  - Development of Clinical Procedure Manual
  - Bi-Regional Therapy Programs for Children (Home Visiting Team)
  - Audiology and pre-school language
  - Ostomy Program
  - Travel Health
  - Sexually Transmitted Infections
  - Mental Health Services (Inpatient Units, Mental Health Services for the Elderly, Psychiatry, Psychosocial Rehabilitation, Child and Adolescent Treatment Centre)
  - Radiation Therapy Working Group
  - Chronic Disease Prevention Initiative Working Group
- Support Services
  - Continuing Education/Basic Education (e.g. Obstetrics/Surgery/CSR)
  - Radiologist Diagnostic Services
  - Westman Lab
  - Ethics Committee

The RHA inherited many valuable partnerships that were established by individuals and groups within the structures that were in place prior to regionalization and those have been maintained. Since then, many opportunities to strike new partnerships have been encountered and we have not only been responsive, but have initiated several. The following outline is not meant to be all-inclusive; however, it will provide some insight into our ability and willingness to be collaborative on a local, regional, and provincial basis.

- Senior Executive Provincial Networks
- Brandon Regional Health Centre Foundation
- Fairview Personal Care Home Foundation
- MUSCH (Municipalities, Universities, Schools, Colleges, Health Authority)
- Assiniboine Regional Health Authority
- Regional Health Authorities of Manitoba Purchasing Program
- Rana-Medical Respiratory Services
- Addictions Foundation of Manitoba
- Diagnostic Services of Manitoba
- Aramark/Complete Purchasing Services
- Healthcare Employees Pension Plan
- Healthcare Employees Benefits Plan
- Regional Programs (outreach) - Brandon Regional Health Centre:
  - Nutrition Services
  - Purchasing
  - Central Sterile Processing
  - Pharmacy Services
  - Biomedical Electronics
- Westman Regional Laundry
- Westman Regional Laboratory
- Physician Recruitment & Retention Committee (clinics, Assiniboine & Brandon Regions)
- Multi-Agency Prevention Program for High Risk Youth
- Mental Health Advisory Committee (providers, self-help groups, non-government organizations)
- Canadian Mental Health Association Westman
- Grey Owl Post-Psychiatric Co-op Centre Inc.
- Suicide Prevention Network
- The Safe Community Coalition of Brandon and Area
- Employment Coalition
- The Salvation Army - Dinsdale Personal Care Home
- Manitoba Housing Authority
- Sokol Manor (supportive housing)
- Brandon Friendship Centre
- Parent-Child Centre Coalition (Early Years Team)
- Brandon School Division
- Multi-agency partnership to establish a school-based parenting program, including day care
- Child & Family Services of Western Manitoba
- Revenue Canada (Income Tax Service for Low Income Individuals)
- YMCA (cardiac rehab program)
- Manitoba Metis Federation
- City of Brandon
- Family Services and Housing
- Seniors for Seniors
- Prairie Oasis Seniors Outreach
- Winnipeg Regional Health Authority (Proprietary Personal Care Homes)
- Brandon RHA Aboriginal Workforce Initiative Partnership Agreement
  - Manitoba Metis Federation Southwest
  - Dakota Ojibway Tribal Council
  - Council of Indigenous Elders
  - Brandon Friendship Centre
  - Brandon University
  - Assiniboine Community College
  - Brandon School Division
  - Canadian Union of Public Employees
  - Manitoba Aboriginal & Northern Affairs
  - Manitoba Association of Health Care Professionals
  - Manitoba Health
  - Manitoba Government & General Employees Union
  - City of Brandon
  - Manitoba Advanced Education & Training
  - Indian & Northern Affairs Canada
- Children's Therapy Initiative
- Provincial coordination for Audiology Program, including equipment maintenance and acquisition
  - I HEAR Manitoba - Newborn Hearing Screening program implementation across the province (excluding Winnipeg) to be coordinated by Brandon RHA.
- In addition, staff at various levels in the organization participate on local, regional, and provincial committees that have a specific program or service perspective.

## Population *Health* Definition

**"Concern with the living and working environments that affect people's health, the conditions that enable and support people in making healthy choices, and the services that promote and maintain health."**

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